



# Permanency


## OUTCOMES:


Children will have permanency and stability in their living situations.  
The continuity of family relationships and connections is preserved for children.


- Foster Care Re-entries
- Stability of foster care placement
- Permanency goal for child
- Reunification, guardianship, or permanent placement with relatives
- Adoptions
- Permanency goal of other planned permanent living arrangement
- Child Welfare Services
- Disproportionality


<b>Permanency</b>		<b>Children have permanency and stability in their living situations</b>	
		<b>5. Foster Care Re-entries Data Measures</b>	
Measurement or Goal Description			Percent or Date
Measurement Method	CAMIS Data - Percent of children in care during the reporting period who re-entered within 12 months of a prior foster care episode which ended in reunification.  Measure will model federal calculation methodology using a rolling 12-month period for each quarter.		National Standard: 8.6%
Baseline Measure	Statewide aggregate AFCARS data for FFY 2002 (per data profile)		14.8%
Improvement Goal	Item achieved when improvement goal met or exceeded for two consecutive PIP quarterly reporting periods.		13.45%
Goal's Projected Date of Achievement	No later than two years from PIP approval		9/06


<div>5a. Foster Care Re-entries Action Steps</div>								
Goals		Action Steps/Benchmarks		Dates of Achievement	Method of Measurement	Lead(s)	CFSR/Program Improvement Plan or Reform Item	
5.1	Reduce the number of children re-entering foster care.	5.1.1	Implement Family-Team Decision Making meetings (which include meetings to be conducted within 72 hours of a child's placement into care, and during placement moves). <i>(Refer to Safety Section, 3.2.1)</i>	10/04-9/06	Task Completion	<u>Practice Improvement</u>	Items 3, 5, 18 & 25	
		5.1.2	Review and revise Kids Come First (KCF) policy framework and tools to include revision of transition and safety planning tool to incorporate 6 month after care support program. <i>(Refer to Safety Section, 3.1.1)</i>	9/06	Task Completion	<u>Program &amp; Policy</u>	Item 4	
		5.1.3	Review current policies and procedures pertaining to in-home dependencies and develop recommendations regarding trial home visits.	11/04	Task Completion	<u>Program &amp; Policy</u>	Item 5	
		5.1.4	Conduct regional forums for staff and community partners to review the Office of Children's Administration Research (OCAR) data and regional profiles on factors influencing re-entry. a. Schedule regional forums for all six regions. b. In collaboration with community providers, conduct regional forums, develop action strategies to address re-entry profiles on a regional level and report out the results following the forums.	12/04 12/05	Task Completion Task Completion	<u>Practice Improvement</u> <i>Field Operations (b)</i>	Item 5	
		5.1.5	In cooperation with service providers develop strategies to maximize the utilization of Family Preservation Services (FPS) when children are reunified. a. Establish policy workgroup, including service providers, to develop recommendations for strategies. b. Management team reviews and approves strategies. c. Review and update current FPS contracts to include performance outcomes and implement strategies.	12/04 6/05 12/05	Task Completion Task Completion Task Completion	<u>Program &amp; Policy</u>	Item 5	

<div>5a. Foster Care Re-entries Action Steps</div>								
Goals		Action Steps/Benchmarks		Dates of Achievement	Method of Measurement	Lead(s)	CFSR/Program Improvement Plan or Reform Item	
5.2	Increase data integrity regarding CAMIS duplications involving re-entry ( <i>e.g. respite</i> )	5.2.1	Develop and implement strategies to eliminate and prevent duplicate counts in CAMIS regarding re-entry ( <i>e.g. respite</i> ). <div><div>a. Establish a policy workgroup, including representatives from CATS and the Data Unit, to develop recommendations for strategies to address duplicate counts in CAMIS.</div><div>b. Management team reviews and approves appropriate strategies.</div><div>c. Implement strategies.</div><div>d. Report out on implementation.</div></div>	9/04  2/05  6/05 9/05	Task Completion  Task Completion  Task Completion Task Completion	<u>Program &amp; Policy</u> CATS	Items 3, 5, 18 & 25	


Permanency			Children have permanency and stability in their living situations		
			6. Stability of foster care placement		
			Data Measures		
Measurement or Goal Description			Percent or Date		
Measurement Method	CAMIS Data - Percent of children in care less than 12 months from the time of the latest removal during the reporting period with no more than two placement settings.		National Standard:		
	Measure will model federal calculation methodology using a rolling 12-month period for each quarter.		86.7%		
Baseline Measure	Statewide aggregate AFCARS data for FY 2002 (per data profile)		83.7%		
Improvement Goal	Item achieved when improvement goal met or exceeded for two consecutive PIP quarterly reporting periods.		85.6%		
Goal's Projected Date of Achievement	No later than two years from PIP approval		9/06		

<div>6a. Stability of foster care placement Action Steps</div>								
Goals		Action Steps/Benchmarks		Dates of Achievement	Method of Measurement	Lead(s)	CFSR/Program Improvement Plan or Reform Item	
6.1	Reduce number of placement changes for children in care.	6.1.1	Require multi-disciplinary case staffings for children who have been in four or more placements to build an intensive case plan to improve placement stability. a. Establish timeframes and guidelines for implementation.	1/05	Task Completion	<u>Program &amp; Policy</u>	Item 6	
		6.1.2	Implement Family-Team Decision Making disruption prevention meetings. <i>(Refer to Safety Section, 3.2.1 regarding Phasing in of Family Team Decision Making meetings).</i> a. Develop policy to provide emergency respite, when needed, to resource families around the disruption period.	10/04-9/06		<u>Practice Improvement</u>	Item 6	
				10/04	Task Completion	<i>Program &amp; Policy (a)</i>		
6.2	Increase support to resource families.	6.2.1	Implement statewide after hours foster parent support crisis line. <i>(Refer to Resource Family Recruitment and Retention Section 21.1.3)</i>  a. Review current models for after hours support already in existence and develop strategies to take to statewide level. b. Develop program criteria. c. Hire and provide training to staff operating the program. d. Communicate with staff, caregivers and community partners. e. Create and provide “crisis cards” to foster parents. f. Implement program g. Report every six months on program utilization	9/04	Task Completion	<u>Field Operations</u>	Item 6	
				9/04	Task Completion			
				11/04	Task Completion			
				12/04	Task Completion			
				12/04	Task Completion			
				1/05	Task Completion			
				6/05-12/06	Implementation Report			

<div>6a. Stability of foster care placement Action Steps</div>							
Goals		Action Steps/Benchmarks		Dates of Achievement	Method of Measurement	Lead(s)	CFSR/Program Improvement Plan or Reform Item
		6.2.2	Increase relative kin searches/access to services ( <i>Refer to Kinship Care Section</i> )	TBD		<u>Program &amp; Policy</u>	Reform
		6.2.3	Implement regional foster parent support and retention models. ( <i>Refer to Resource Family Recruitment and Retention 25.1.1</i> )			<u>Field Operations</u>	Reform
		6.2.4	Implement strategies to increase appropriate matching between children and caregivers at the time of initial placement ( <i>e.g. increase completion rate of pre-passports within required timeframes</i> ).			<u>Practice Improvement</u>	Item 6
			a. Establish workgroup to develop strategies, including a process for how to track appropriate matching at initial placement.	12/04	Task Completion		
			b. Management team reviews and approves strategies.	5/05	Task Completion		
			c. Make necessary policy changes to support strategy implementation.	8/05	Task Completion		
			d. Provide education/training to staff to support implementation of strategies.	11/05	Task Completion		
		6.2.6	e. Implement strategies.	12/05	Task Completion		
			f. Review progress, establish baseline and set performance measure quarterly.	6/06	Task Completion		
			g. Achieve performance measure.	6/07	Task Completion		
		6.2.6	DLR Licensors develop and implement annual assessment and development plans for foster parents, utilizing feedback and input from DCFS workers ( <i>Refer to Resource Family Recruitment and Retention Section, 24.1.6</i> ) <u>Subject to 2005 budget request.</u>			<u>Field Operations</u>	Reform
			a. Work group develops evaluation tool and procedures	1/05-3/05	Task Completion		

<div></div> <div>6a. Stability of foster care placement Action Steps</div>								
Goals		Action Steps/Benchmarks		Dates of Achievement	Method of Measurement	Lead(s)	CFSR/Program Improvement Plan or Reform Item	
		6.2.7	<div><div><div>b. Establish evaluation schedule and monitoring system</div><div>c. Budget decision</div><div>d. Train licensing staff</div><div>e. Orientation for staff and foster parents</div><div>f. Begin annual evaluations</div><div>g. Complete cycle of evaluations</div><div>h. Report annually</div></div><div>Require DLR contact with foster parents quarterly. (See Resource Family Recruitment and Retention section).</div><div><div>a. Establish workgroup to develop policy recommendations and practice guidelines.</div><div>b. Management team reviews and approves appropriate policy and practice guidelines.</div><div>c. Make necessary policy changes.</div><div>d. Budget decision.</div><div>e. Provide training to DLR staff.</div><div>f. Orient foster parents to policy requirements.</div><div>g. Implement policy.</div></div></div>	<div>6/05</div> <div>7/05</div> <div>7/05</div> <div>8/05</div> <div>9/05</div> <div>9/07</div> <div>9/06, 9/07</div>	<div>Task Completion</div> <div>Task Completion</div> <div>Task Completion</div> <div>Task Completion</div> <div>Task Completion</div> <div>Task Completion</div> <div>Task Completion</div>	<div>Training (e-f)</div> <div>Field Operations</div>		Reform



<div>7. Permanency goal for child Action Steps</div>										
Goals		Action Steps/Benchmarks		Dates of Achievement	Method of Measurement	Lead(s)	CFSR/Program Improvement Plan or Reform Item			
7.1	Increase timely and accurate early identification of the permanency goal for children in out-of-home care.	7.1.1	In collaboration with Tribal partners, require Local Indian Child Welfare Act Committee (LICWAC) staffings or permanency and/or prognostic staffings to be completed within 45-90 days of placement. a. Establish policy workgroup to develop policy and procedure recommendations. b. Management team reviews and approves appropriate policy and procedure recommendations. c. Make necessary policy changes. d. Communicate with Tribal partners on policy changes. e. Provide training to staff to support the policy changes. f. Implement policy statewide. g. Report on compliance in meeting policy on a quarterly basis.	12/04	Task Completion	<u>Program &amp; Policy</u>  <i>External Affairs</i>	Item 7			
				4/05	Task Completion					
				7/05	Task Completion					
				8/05	Task Completion					
				8/05	Task Completion					
				9/05	Task Completion					
				12/05-9/07	Case Review					
		7.1.2	Implement Family-Team Decision Making Meetings (e.g. placement disruption prevention, reunification and 72 hour staffing) ( <i>Refer to Safety Section, Risk of Harm, 3.1</i> )	10/04-9/06		<u>Practice Improvement</u>	Item 7			
		7.1.3	Implement case conferences prior to dispositional hearing, as required by 2004 legislation. a. Develop practice guidelines for staff. b. Orient staff, caregivers and community partners. c. Implement policy changes statewide. d. Report out every 6 months.	6/04	Task Completion	<u>Program &amp; Policy</u>  <i>Practice Improvement (c-d)</i>				
				6/04	Task Completion					
				7/04	Task Completion					
				1/05						

		7.1.4	Develop revised case plan (ISSP) which incorporates various assessment tools and service plans. a. ISSP CQI Team complete development and distribution of practice guide to the current ISSP. b. Establish workgroup to: • Develop revised case plan tool • Make recommendations for linking assessment tools to the case plan • Recommend policy changes which support the completion of prognostic staffings within timeframes consistent with the Individual Service and Safety Plan (ISSP). c. Management team reviews and approves appropriate recommendations. d. Complete necessary information system changes to support the ISSP (dependent upon assessment). e. Make necessary policy changes to support tool. f. Train staff on changes to case planning tool. g. Implement statewide.	12/04 3/05   5/05 TBD 8/05 9/05-12/05 1/05	Task Completion Task Completion   Task Completion Task Completion Task Completion Task Completion	<u>Program &amp; Policy</u>	Item 7	
		7.1.5	Further develop and fully implement concurrent planning throughout the state. a. Establish policy workgroup to review current policy and make recommendations for improvements to strengthen policy. b. Management team reviews and approves appropriate recommendations. c. Make necessary policy changes. d. Provide training to social workers on effective methods of concurrent planning and any policy changes. e. Implement policy changes statewide.	3/05 5/05 8/05 9/05-12/05 1/05	Task Completion Task Completion Task Completion Task Completion Task Completion	<u>Program &amp; Policy</u>	Item 7	
		7.1.6	In collaboration with family and community partners, conduct staffings for all children in care for two years who do not have an identified permanent placement. a. Establish timeframes and guidelines for implementation.	1/05	Task Completion	<u>Program &amp; Policy</u>	Item 7	
		7.1.7	Increase child specific recruitment. <i>(Refer to Adoptions Section, 9.1.2)</i>	TBD		<u>Program &amp; Policy</u>	Item 7, 9	

		7.1.8	Maximize utilization of Foster Care Assessment Program (FCAP) resources a. In collaboration with Harborview, review and revise FCAP contracts to provide for assessments to be conducted early in the child's placement.	1/05	Task Completion	<u>Program &amp; Policy</u>	Item 7	
7.2	Improve and implement Legal and Placement Screen updates in Case and Management Information System/GUI	7.2.1	Complete CA information system assessment through external contracted review	7/04	Task Completion	<u>CATS</u>	Item 7	Reform
		7.2.2	Implement recommendations from information system assessment. <u>Subject to 2005 budget request</u>	TBD				
7.3	Reduce court continuances	7.3.1	Collaborate with the Court Improvement Plan (CIP) Grant Steering Committee to implement recommendations from the Dependency and Termination Equal Justice Committee (DTEJC) which includes: • Ensuring all judges are trained in termination law prior to hearing TPR cases. • Seek longer rotation of judges in juvenile court. • Endorse the expansion of the parents' representation program.	TBD	Task Completion	<u>Program &amp; Policy</u>	Item 7, 28	
		7.3.2	Participate with senior judicial officials, CIP staff and others to develop dependency system improvements and reduce continuances. a. The CIP will work with the Superior Court Judges Association (SCJA) and Family and Juvenile Law Committee (FJLC) to draft court rules to reduce continuances in dependency cases.	TBD	Task Completion	<u>Program &amp; Policy</u>	Item 28	
		7.3.3	Collaborate with the AAG's to focus the Fall conference on strategies to reduce continuances.		Task Completion	<u>Program &amp; Policy</u>	Item 28	
7.4	Increase conformity with Adoption and Safe Families Act (ASFA) requirements	7.4.1	In collaboration with the Administrative Office of the Courts (AOC), Assistant Attorney General (AAG), and Office of Public Defense (OPD), update the model court order to indicate a finding including compelling reasons not to file TPR.	1/05	Task Completion	<u>Program &amp; Policy</u>	Item 7, 28	
7.5	Increase proper and timely notification of hearings to foster/relative placement caregivers and their right to be	7.5.1	Collaborate with the courts to review and revise policies to reflect: • Define "notice" • Define "right to be heard" • Define "input" a. In collaboration with partners, establish policy	10/04	Task Completion	<u>Program &amp; Policy</u>	Item 7, 29	

	heard.		workgroup to develop recommendations.	12/04	Task Completion	Practice Improvement (c-h)		
			b. Management team reviews and approves appropriate recommendations.	3/05	Task Completion			
			c. Collaborate with the courts to implement policy changes.	4/05-6/05	Task Completion			
			d. Educate staff, resource families and community partners on any policy revisions and definitions.		Task Completion			
			e. Provide training to resource families regarding participation in hearings ( <i>written and in-court</i> )	6/05	Task Completion			
			f. Develop a process for tracking notification to foster parents.	6/05				
			g. Implement statewide	12/05				
			h. Report out every 6 months.					



Goals		Action Steps/Benchmarks		Dates of Achievement	Method of Measurement	Lead(s)	CFSR/Program Improvement Plan or Reform Item	
8.1	Strengthen the permanency option of guardianship for relative caregivers.	8.1.1	In collaboration with community partners, develop, seek and implement guardianship legislation to change current statute of “dependency guardianships” to dismiss dependency upon establishment of guardianship and to establish a post-guardianship support program. <u>Subject to 2005 budget request and legislation.</u> a. Draft legislative proposal. b. Submit legislation. c. Develop draft policy changes. d. Management reviews and approves appropriate recommendations. e. Budget decision. f. Provide training to staff and caregivers on policy/legislative changes. g. Implement policy changes.	11/04	Task Completion	<u>Program &amp; Policy</u>	Item 7, 8, 10	
				12/04	Task Completion			
				1/05	Task Completion			
				3/05	Task Completion			
				5/05	Task Completion			
				6-05-7/05	Task Completion			
		7/05	Task Completion					
		8.1.2	Implement new guardianship orders and declarations of guardianships as developed by the AAG.	12/05	Task Completion	<u>Program &amp; Policy</u>	Item 8	
		8.1.3	In collaboration with community partners, develop and implement regional resource centers for post-adoption kinship and post-guardianship families ( <i>Refer to Kinship Care section</i> ).	9/04	Task Completion	<u>Program &amp; Policy</u>	Item 9, 15	
8.2	Increase number of relative placements.	8.2.1	Improve kinship support services. ( <i>See Kinship Care Section</i> )			<u>Program &amp; Policy</u>	Item 8	Reform
		8.2.2	Develop and implement caregiver initial assessment policy to support immediate relative placements. a. Workgroup develops initial assessment tool and	12/04	Task Completion	<u>Program &amp; Policy</u>		




8a. Reunification, guardianship, or permanent placement with relatives  
Action Steps

Goals		Action Steps/Benchmarks		Dates of Achievement	Method of Measurement	Lead(s)	CFSR/Program Improvement Plan or Reform Item	
		8.2.3	policy. b. Management reviews and approves appropriate recommendations. c. Provide training to staff. d. Implementation statewide.  Implement relative home study ( <i>Refer to Kinship Care section</i> ). a. Workgroup develops initial assessment tool and policy. b. Management reviews and approves appropriate recommendations. c. Provide training to staff. d. Implementation statewide.	2/05 3/05-5/05 6/05  12/04  2/05 3/05-5/05 6/05	Task Completion Task Completion Task Completion  Task Completion  Task Completion Task Completion	<u>Program &amp; Policy</u>	Item 8	Reform
		8.2.4	Utilize Family-Team Decision Making meetings to increase relative placements. ( <i>Refer to Safety Section 3.2.1</i> ) <u>Subject to 2005 budget request</u>	10/04-9/06		<u>Practice Improvement</u>		
		8.2.5	Hire and train relative search staff to support finding potential relative resources and Family Team Decision Making Meetings and by: <ul style="list-style-type: none"><li>• Completing relative/father searches</li><li>• Identify Tribal/Band affiliation</li><li>• Completing caregiver initial assessment.</li></ul> <u>Subject to 2005 budget request</u>  a. Budget decisions. b. Hire and train relative search staff c. Implement.	7/05 10/05 11/05	Task Completion Task Completion Task Completion	<u>Field Operations</u>		





8a. Reunification, guardianship, or permanent placement with relatives  
Action Steps

Goals		Action Steps/Benchmarks		Dates of Achievement	Method of Measurement	Lead(s)	CFSR/Program Improvement Plan or Reform Item	
8.3	Increase timely resolution of permanent plans for children with substance abusing parents.	8.3.1	Collaborate with the AOC, community partners and county courts regarding the development of Family Drug Courts. a. Review current models in operation. b. Seek funding options to support the implementation of two additional Family Drug Courts. c. Budget decision. d. Implement two additional Family Drug Courts.	11/05 1/06  7/06 9/06	Task Completion Task Completion  Task Completion Task Completion	<u>Program &amp; Policy</u>	Item 8	


<b>Permanency</b>		Children have permanency and stability in their living situations	
		9. Adoptions Data Measures	
Measurement or Goal Description		Percent or Date	
Measurement Method	CAMIS Data - Percent of children who exited foster care during the reporting period to finalized adoption, and exited care in less than 24 months from the time of the latest removal from home.  Measure will model federal calculation methodology using a rolling 12-month period for each quarter.	National Standard:  32.0%	
Baseline Measure	Statewide aggregate AFCARS data for FFY 2002 (per data profile)	26.7%	
Improvement Goal	Item achieved when improvement goal met or exceeded for two consecutive PIP quarterly reporting periods.	29.5%	
Goal's Projected Date of Achievement	No later than two years from the final PIP approval	9/06	




<div>9a. Adoptions Action Steps</div>								
Goals		Action Steps/Benchmarks		Dates of Achievement	Method of Measurement	Lead(s)	CFSR/Program Improvement Plan or Reform Item	
9.1	Increase timeliness and rate of adoptions.	9.1.1	Complete implementation of the Unified Home Study. a. Develop policy. b. Complete training. c. Statewide Implementation.	7/04 1/05 1/05	Task Completion Task Completion Task Completion	<u>Program &amp; Policy</u>	Item 9	
		9.1.2	Increase child specific recruitment. <u>Subject to 2005 budget request</u> a. Increase contracts with qualified recruitment agencies, to include North West Adoption Exchange (NWAE) and Washington Adoption Resource Exchange (WARE) to increase specialized recruitment. b. Increase the rate of foster-to-adopt placements. <ul style="list-style-type: none"><li>Include in recruitment RFP the requirement to discuss adoptions with all current resource families with legally-free children.</li><li>Require workers to discuss with all families prior to TPR their potential interest in adoption of the children in their care.</li></ul>	7/05	Task Completion		Item 9	
			c. Provide training to staff to support adoptions for older children.	9/06	Information System/Case Review			
		9.1.3	Implement specialized adoption training track ( <i>See Quality Assurance, Staff Training</i> ).	6/06	Task Completion	<u>Practice Improvement</u>	Item 9	
9.2	Improve support to post-adoption and permanent kinship families.	9.2.1	In collaboration with community partners, develop and implement regional resource centers for post-adoption families and permanent kinship families.	9/04	Task Completion		Item 9	

<div><div>10. Permanency goal of other planned permanent living arrangement Action Steps</div></div>								
Goals		Action Steps/Benchmarks		Dates of Achievement	Method of Measurement	Lead(s)	CFSR/Program Improvement Plan or Reform Item	
10.1	Increase permanency options for adolescents in care.	10.1.1	In collaboration with community partners, develop policy to enable youth to stay in care and receive service until they are 21, if they are involved in a private or public educational or vocational program, unless they wish to opt out earlier ( <i>Refer to Education section, 15.1.1</i> ) <b><i>Subject to 2005 budget request.</i></b> a. Establish workgroup to develop policy and program recommendations. b. Management reviews and approves recommendations. c. Budget decisions. d. Complete necessary policy changes. e. Provide orientation to staff, caregivers, youth and community partners on policy changes. f. Implement policy and program changes.	2/05-5/05	Task Completion	<u>Program &amp; Policy</u>		Reform
				5/05-6/05	Task Completion			
				7/05	Task Completion			
				8/05	Task Completion			
				8/05-9/05	Task Completion			
				10/05	Task Completion			
		10.1.2	Implement “No Wrong Door” multi-disciplinary staffings for youth 6-months in advance of exiting care.	1/05	Task Completion		Item 10	
10.2	Develop clear definitions of acceptable permanent plans.	10.2.1	Develop definitions of acceptable alternative permanent plans, which include the criteria for permanent plans, and when long term foster care can be a permanent placement for children ( <i>non-guardianships</i> ). a. Establish policy workgroup to establish acceptable definitions, recommend policy changes, and review the existing long-term care foster care/relative agreement to improve its use to support permanency placement options for children. b. Management team reviews and approves appropriate recommendations.	10/04	Task Completion	<u>Program &amp; Policy</u>	Item 7, 10	
				1/05	Task Completion			

			c. Make necessary policy changes. d. Provide training to staff and caregivers. e. Implement policies statewide.	3/05 5/05-8/05 9/05	Task Completion Task Completion Task Completion			
10.3	Strengthen other permanent planned living arrangements.	10.3.1	In collaboration with community partners, develop, seek and implement guardianship legislation to change current statute of “dependency guardianships” to dismiss dependency upon establishment of guardianship and to establish a post-guardianship support program. <i>(Refer to Permanency Section 8.1.1)</i>	7/05	Task Completion	<u>Program &amp; Policy</u>	Item 7, 8, 10	Reform
		10.3.2	Improve kinship support services. <i>(See Kinship Care Section).</i>		Task Completion			
		10.3.3	In collaboration with community partners, develop and implement regional resource centers for post adoption kinship and post-guardianship families <i>(Refer to Kinship Care section).</i>	9/04	Task Completion		Item 10,15	

<div><div>11. Child Welfare Services Action Steps</div></div>									
Goals		Action Steps/Benchmarks		Dates of Achievement	Method of Measurement	Lead(s)	CFSR/Program Improvement Plan or Reform Item		
11.1	Improve protection and permanency for children.	11.1.1	Develop new model for Child Welfare Services. <u>Subject to 2005 budget request and legislation.</u>			<u>Program &amp; Policy</u>		Reform	
			a. Establish policy workgroup ( <i>refer to Safety Section 4.1.1</i> ) to develop clearer and more focused role definition for social workers assigned to Child Welfare Services (CWS) cases and develop structure, policy and procedures to support the model.	3/05-6/05	Task Completion	<i>Practice Improvement (c-h)</i>			
			b. Management team reviews and approves recommendations.	7/05	Task Completion				
			c. Develop communication plan for staff and community partners regarding the model changes.	8/05	Task Completion				
			d. Implement training for staff to support the model.	9/05-12/05 1/06	Task Completion				
			e. Implement policy requiring case management responsibility for a child in out-of-home placement to be transferred from CPS to CWS within 72 hours of placement for permanency planning and reasonable efforts.		Task Completion				
			f. Implement new CWS in-home service program and policy requiring in-home services to be transferred from CPS to CWS within 75 days of the referral.	1/06	Task Completion				
			g. Develop criteria requiring Area Administrator case record review of CPS investigations on open CWS cases.	1/06	Task Completion				
			h. Establish baseline for acceptable quality of assessments and case plans and set performance measure.	3/06	Case Review				
i. Review progress and report quarterly.	6/06-6/07								

		11.1.2	Increase contact between social worker and family, child and caregivers to at least once every 30 days. (Refer to Engagement, Section 14)	10/05				Reform
		11.1.3	Increase percentage of health and safety visits with children in out-of-home care (90-day visits), conducted by DCFS social workers, to 90%.	7/05	Information System	<u>Practice Improvement</u> Field Operations		Reform
		11.1.4	In collaboration with service providers, maximize existing contracted services to support the new CWS model and prevent the need for out-of-home services. a. Establish workgroup. b. Develop recommendations for alignment of contracted services. c. Management review and approval of recommendations. d. Implement recommendations.	6/05 9/05 1/06 3/06	Task Completion Task Completion Task Completion	<u>Program &amp; Policy</u>		Reform

<div>12. Disproportionality Action Steps</div>									
Goals		Action Steps/Benchmarks		Dates of Achievement	Method of Measurement	Lead(s)	CFSR/Program Improvement Plan or Reform Item		
12.1	Increase culturally competent and individually tailored services available for children, families, and kinship providers.	12.1.1	In consultation with the community and service providers establish a uniform accepted definition of culturally responsive services. a. Establish policy workgroup to make recommendations for a definition. b. Management team reviews and approves recommendations. c. Make necessary policy changes. d. Provide training to staff and providers. e. Implement changes statewide.	9/04	Task Completion	<u>Program &amp; Policy</u>	Items 35, 36 & 37		
				3/05	Task Completion				
				5/05	Task Completion				
				6/05	Task Completion				
				7/05					
		12.1.2	In collaboration with contracted service providers, implement a self-assessment process for contracted providers, to determine their level of cultural responsiveness. a. Utilizing the workgroup formed in section 12.1.1, develop recommendations for a model of self-assessment. b. Management team reviews and approves recommendations. c. Make necessary policy changes. d. Provide training to staff and contracted service providers. e. Implement changes statewide.	9/04	Task Completion	<u>Program &amp; Policy</u> <i>External Affairs</i>	Items 35, 36 & 37		
				3/05	Task Completion				
				5/05	Task Completion				
				6/05	Task Completion				
				7/05					
		12.1.3	In collaboration with contracted service providers and Tribal partners, revise contracts to better support ICWA. a. Contracts will address Tribal access to services. <i>(Details on how to access services will be addressed in Tribal 7.01 plans)</i>	7/05	Task Completion	<u>Program &amp; Policy</u> <i>External Affairs</i>			Reform

		12.1.4	Regional diversity managers distribute regional diversity profiles to staff and community partners on an annual basis.	12/04	Task Completion	<u>Field Operations</u>	Items 35, 36 & 37	
		12.1.5	Submission and implementation of the IV-E Demonstration Waiver, upon approval to deliver enhanced, culturally competent, and individually tailored kinship supports that will engage paternal, maternal and fictive kin in the planning for and placement of their children.	TBD		<u>Program &amp; Policy</u>	Items 35, 36 & 37	
12.2	Increase number of relative searches.	12.2.1	<i>(Refer also to Section 8, Reunification, guardianship, or permanent placement with relatives)</i> Utilize Family-Team Decision Making meetings to increase relative placements and community <i>connections</i> <i>(Refer to Safety Section 3.2.1)</i> <u>Subject to 2005 budget request.</u>	10/04-9/06			Item 15	
12.3	Increase timely permanency for children in out-of-home care.	12.3.1	Implement family meetings for all children in care for two years who do not have an identified permanent placement. a. Establish timeframes and guidelines for implementation.	9/04	Task Completion	<u>Program &amp; Policy</u>	Item 7	
		12.3.2	Conduct a priority staffing for all children who are African American, Native American, and other children disproportionately represented in out-of-home care. a. Establish timeframes and guidelines for implementation.	1/05	Task Completion	<u>Program &amp; Policy</u> <u>Field Operations</u>	Item 7	